

Nursing

Sentara RMH Medical Center

2023 Nursing Annual Report



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Dear Nursing Colleagues,

As I pen my message for the 2023 Nursing Annual Reports, I am proud to recognize and celebrate the countless contributions Sentara's nurses make in the lives of the thousands of patients, members, and community residents we serve each year throughout our hospitals, home health/hospice services, health plans and ambulatory services across the system. There is a reason that nursing has remained the most trusted profession in the country for 22 consecutive years, per Gallup annual report which highlights the high honesty and ethical standards displayed by nurses across the country. Here at Sentara, we see and feel this impact every day, both within our walls and throughout the many communities we serve.

When I reflect upon the over 9,000 incredible nurses and total 30,000 colleagues who make up the Sentara team, the words that first come to mind include commitment, professionalism, and excellence. Sentara nurses work tirelessly to deliver the highest quality care to our patients and members at every level of our organization. At the same time, we know it takes a dynamic, diverse, and multidisciplinary team to support Sentara's mission to improve health every day. As nurses, we work in collaboration with countless other disciplines, and we could not do what we do without the expertise and support of our colleagues across the system.

As a nurse for more than 42 years, I often reflect on why I have chosen to continue my commitment to the



With deepest gratitude and respect,
Mary Morin, MSN, RN, NEA-BC
Enterprise Chief Nursing Officer /
Senior Vice President

A Message from our Vice President, Chief Nursing Officer Gina Yost, MSN, RN, NEA-BC, CLSSBB, VP



Greetings. 2023 was an exceptional year for nursing at Sentara RMH Medical Center. Each year, we establish our clinical goals to achieve an even higher level of performance in patient, staff, and organizational outcomes. In 2023, we exceeded expectations, and I am so proud of our nursing team's excellent performance.

We created a bedside staff-led patient experience team that developed the "positive vibes impact lives" initiative. This team captured the vision of enhancing authentic connections with our patients while giving a new vibe to our tools designed to provide our patients with a best-in-class healthcare experience. The work of this team contributed to a greater than three-point increase in our patient experience scores on our inpatient units. Fantastic job!

We had historically low rates of healthcare-acquired infections in 2023, demonstrating our steadfast commitment to top-quality nursing care. Our emergency department (ED) exceeded the patient throughput metric goal, placing our ED in an elite category of high performers in the nation. This achievement was the culmination of years of dedicated improvement efforts and contributed to reduced wait times and improved experience for our patients. I am so proud of our ED team for their achievements in 2023.

Once again, the American Association of Critical Care Nursing honored our intensive care unit with the prestigious gold-level Beacon Award for Excellence. The ICU staff's collective efforts elevated the standards of critical care excellence and created a positive and supportive work environment. This work exemplifies the dedication to patient-centric care that defines our SRMH team.

We have had noteworthy achievements in multiple service lines. SRMH demonstrated significant improvement over the past two years by achieving at or above the 90th percentile in six Chest Pain MI registry categories. This represents a collaborative effort across the care continuum. Thank you to our cardiology team for their leadership and dedication to excellence. Our Family Birthplace (FBP) demonstrated remarkable resilience through a year of significant transition, successfully collaborating in the implementation of our first obstetric hospitalist program and obstetric ED. Our FBP embraced this change and demonstrated their pride in our exceptional maternity services by assisting with our marketing campaign. We received recognition from US News & World Report as a High Performing Hospital in Maternity Services, and for the first time, we received the Blue Distinction® Center for Maternity Care designation (Anthem Blue Cross and Blue Shield of Virginia).

Our Med-Surg nurses have led the system by sustaining the implementation of an innovative pilot of the next-generation care delivery model. In 2023, they achieved impressive patient outcomes, improved patient experience, and expanded bed capacity. Our inpatient and outpatient behavioral health services have expanded to meet the growing needs of this patient population, and nursing leaders across the hospital have collaborated on strategic initiatives to support the care of our psychiatric patients.

We continued our Magnet® journey by marking the third time our hospital has received this nationally renowned designation, a testament to the hard work, dedication, and unwavering commitment to patient care that each

of you brings to your roles every day. Thank you, frontline nursing staff, nursing leaders, and interprofessional colleagues, for your collective efforts propelling us to this remarkable achievement. We also received additional recognition in the form of ten Magnet® Exemplar accolades, which included exemplary succession planning for nurse leaders, our partnership with the RMH Foundation to provide scholarships to expand baccalaureate-prepared nurses, a BSN rate of 81% at the time of our site visit, and outperformance compared to the benchmark within multiple categories of nurse-sensitive metrics. This is an unbelievable accomplishment.

SRMH achieved the lowest RN turnover rates within our healthcare system in 2023. We also had an incredibly successful year for new RN recruitment, which allowed us to reduce RN travelers by 50% by year-end. We achieved best in the system for Magnet® RN satisfaction data, with top performance noted in the categories of access to leadership and professional development. Creating a healthy work environment will continue to be at the core of our nursing vision at SRMH.

As we look back on our achievements in 2023, take time to reflect on the significant impact of our work. These achievements highlight our commitment to delivering the highest quality of care to our patients and communities. It recognizes the professionalism, expertise, and compassion that define our nursing team. Congratulations to each and every one of you for contributing to our hospital's success in 2023. Your dedication and passion for nursing make Sentara RMH an extraordinary place for patients and staff.

Quality & patient sensitive measures

National Database of Nursing Quality Indicators (NDNQI) – Nationally benchmarked nurse sensitive indicators

NDNQI measurements allow nursing units to benchmark their performance with nursing units of similar composition nationally. Trends are measured for eight quarters/two years. The indicators measured are falls with injury, hospital acquired pressure

injury (HAPI), central line associated blood stream infection (CLABSI), catheter associated urinary tract infection (CAUTI), new events of methicillin resistant staphylococcus aureus (MRSA) and clostridium difficile infections (CDI), and assaults on nursing personnel.

SRMH achieved the goal by outperforming the NDNQI mean the majority of the 8 quarters in the timeframe of 1st Quarter 2022 – 4th Quarter 2023.

NDNQI Performance 1Q2022 – 4Q2023

Nursing Unit	*Falls w/ Injury	*HAPIs > Stage 2	*HAPI Device related	Assaults	CLABSI	CAUTI	CDI	*MRSA
5 West	6 out of 8	6 out of 7	4 out of 5	7 out of 8	8 out of 8	8 out of 8	6 out of 8	7 out of 8
4 East	1 out of 8	7 out of 8	5 out of 6	7 out of 8	7 out of 8	6 out of 8	5 out of 8	7out of 8
3 West	5 out of 8	7 out of 8	4 out 4	8 out of 8	6 out of 8	5 out of 8	2 out of 8	8 out of 8
PCU	5 out of 8	5 out of 8	5/7	8 out of 8	5 out of 8	8 out of 8	7 out of 8	8 out of 8
CCU	6 out of 8	5 out of 8	3 out of 4	7 out of 8	5 out of 8	7 out of 8	6 out of 8	6 out of 8
4 West – Joints	6 out of 8	6 out of 8	3 out of 3	7 out of 8	8 out of 8	6 out of 8	7 out of 8	7out of 8
4 West – Peds	6 out of 8	8 out of 8	3 out of 3	8 out of 8	8 out of 8	8 out of 8	7 out of 8	8 out of8
BHU	7 out of 8			7 out of 8			8 out of 8	8 out of 8
FBP	8 out of 8			8 out of 8		8 out of 8	8 out of 8	8 out of 8
# of units outperforming	8/9	7/7	7/7	9/9	7/7	8/8	8/9	9/9

NDNQI Performance 1Q2022 – 4Q2023

Ambulatory	Falls w/ Injury	Assaults	LWBS	Burns	Surgical Errors
General OR				8/8	8/8
CT OR				8/8	8/8
ED	7 out of 8	7 out of 8	7/8		
Cath Lab	7 out of 8			8/8	8/8
Interventional Radiology	8 out of 8			8/8	8/8
Endo	8 out of 8			8/8	8/8
Cancer Center	5 out of 8			8/8	8/8
Treatment Ctr	8 out of 8			8/8	8/8
PACU	8 out of 8	8 out of 8			
PASS	8 out of 8	8 out of 8			
H&V	7out of 8				
Same Day Surgery	8 out of 8	8 out of 8			
# units outperforming	10/10	4/4	1/1	7/7	7/7

Clinical Process Improvement Metrics

Clinical Process Improvement Metrics	2023 SRMH Target	2023 SRMH Actual
ED Patient Flow	186	184
Readmission rate	13.9%	14.0%
Length of stay ratio	0.99	0.97
HAPI (rate)	0.58	1.38
Falls with injury	0.32	0.52
HAIs	20	17
Sepsis bundle compliance	49.3%	51.2%
30-day IP mortality	0.84	0.64
TCM visits	77%	76%
VTE Pharm/Mech Bundle	93.6%/80%	89.5%/79.1%
OSHA employee incidence rate	6.1	4.7

Patient Experience Metrics

Patient Experience	2022 Actual	2023 Actual	Point Change
Ambulatory Surgery	83.45%	84.55%	1.10 ↑
Oncology	81.18%	84.44%	3.26 ↑
Inpatient	64.95%	68.74%	3.80 ↑
ED	51.28%	58.45%	7.17 ↑
Inpatient BHU	68.58%	78.58%	10.0 ↑

2023 Certified Nurses

Heather Manley
3 West

Heather Walden
3 West

Janice Humes
3 West

Michelle McCauley
3 West

Venisa Wright-Messam
3 West

Amy Spicer
4 East

Ariel Martz
4 East

Cassey Cook
4 East

Emma-Rose Kline
4 East

Hilary Breeden
4 East

James Russell
4 East

Lauren Brintzenhofe
4 East

Lisa Bottenfield
4 East

Staci Stoneberger
4 East

Timothy Shulgan
4 East

Amanda Green
4 West

Nataliya Dzyadyk
4 West

Heather Shirkey
5 West

Katherine Knicely
5 West

Lisa Burkholder
5 West



Rebecca Hawkins
5 West

Gina Yost
Administration

Charlotte Bow
Cancer Administration

Kelly Kruis
Cancer Administration

Carol Lowry
Cancer Outpatient

Kristi Eckard
Cancer Outpatient

Lisa Shank
Cancer Outpatient

Susan Huyard
Cancer Outpatient

Janene Good
Cardiac Administration

Ceci Weaver
Cardiac Cath

Salinda Rhodes
Cardiac Cath

Danny Mace
Cardiac OR

Jami Starling
Cardiac OR

April Eavers
Cardiovascular Therapy

Anne Snow
Cath Lab

Brenda Quach
Cath Lab

Jessica Edwards
Cath Lab

Laura Roes
Cath Lab

Billie Day
Diabetes Outpatient Education



Eugene Dovis
Diabetes Outpatient Education

Holly Huffman
Diabetes Outpatient Education

Laura Williamson
Diabetes Outpatient Education

Cindy Kelly
Electrophysiology / EP Lab

Jocelyn Dodd
Electrophysiology / EP Lab

Brandy Sollenberger
Emergency Department

Brenda Hoops
Emergency Department

Cerrienne Keller
Emergency Department

Dakota Hassler
Emergency Department

Donna Hurst
Emergency Department

Elizabeth Dofflemyer
Emergency Department

Elizabeth Willis
Emergency Department

Heather Hensley
Emergency Department

Jaclyn Gooden
Emergency Department

Jessica Discua Aguilar

Emergency Department

Joshua Carlison
Emergency Department

Kaila Burns
Emergency Department

Lauren Braithwaite
Emergency Department

Melissa Ruddle Lambert
Emergency Department

Rebecca Foltz
Emergency Department

Ryan Kline
Emergency Department

Sarah Oakley
Emergency Department

Sheila Miller
Emergency Department

Wanita Kichinko
Emergency Department

Jill Gladwell
Endoscopy

Jeannine Rennick
Enterostomal Therapy

Yolanda Hunsberger
Enterostomal Therapy

Amanda Dove
Family Birthplace

Ann Swartz
Family Birthplace

Chasity Godshall
Family Birthplace

Chelsea Showalter
Family Birthplace

Darla Mohler
Family Birthplace

Ellan Fielding-Layman
Family Birthplace

Faythe Silveira
Family Birthplace

Hannah Mack-Boll
Family Birthplace

Jennifer Baugher
Family Birthplace

Jennifer Dodd
Family Birthplace

Jessica Hamberger
Family Birthplace

Jessica Pultz
Family Birthplace

Joy Slaven
Family Birthplace

Julie Smith
Family Birthplace

Kristin Estep
Family Birthplace

Lauren Rohrer
Family Birthplace

Certified Nurses (con’t)

Lesley Mccall
Family Birthplace

Linda Gaddis
Family Birthplace

Melissa Ruddle Lambert
Family Birthplace

Melissa Sizer Lewis
Family Birthplace

Michelle Harmon
Family Birthplace

Phillesha Peart
Family Birthplace

Sabrina Shiflett
Family Birthplace

Sara Gingerich
Family Birthplace

Sara Nafziger
Family Birthplace

Sonya Eberly
Family Birthplace

Tanya Shenk
Family Birthplace

Teresa Oliver
Family Birthplace

Terri Horst
Family Birthplace

Tammy Johnson
Forensic Nurse Examiner Program

Aubrey Bradford
General Surgery / OR

Dawn Propst
General Surgery / OR

Doris Foltz
General Surgery / OR

Jerica Peric
General Surgery / OR

Keli Feldmeier
General Surgery / OR

Kristin Weir
General Surgery / OR

Leora-Leigh Pedersen
General Surgery / OR

Maria Moore
General Surgery / OR

Meagan Mikelson
General Surgery / OR

Olga Didyk
General Surgery / OR

Pajaree “Omi” Cowan
General Surgery / OR

Dawn Whetzel
Infusion Center Outpatient

Krystal Caricofe
Infusion Center Outpatient

Melissa VanMeter
Infusion Center Outpatient

Beth Tysinger
Inpatient Case Management

Bethany Alexander
Inpatient Case Management

Christopher Coleman
Inpatient Case Management

Cynthia Harlow
Inpatient Case Management

Denise Silvious
Inpatient Case Management

Jody Keller
Inpatient Case Management

Kara Smoker
Inpatient Case Management

Kendra Loope
Inpatient Case Management

Maria Hostetter
Inpatient Case Management

Mary Lam
Inpatient Case Management

Pamela Powers
Inpatient Case Management

Patra Reed
Inpatient Case Management

Samantha Ritchie
Inpatient Case Management

Stephanie Webb
Inpatient Case Management

Annette Pinnace
Intensive Care Unit

Brianna Lyons
Intensive Care Unit

Chris Tolar
Intensive Care Unit

Erika Grant
Intensive Care Unit

Hannah Gonzalez
Intensive Care Unit

Jeremy Brenneman
Intensive Care Unit

Jolynne Parker
Intensive Care Unit

Kate Ramsey
Intensive Care Unit

Katrina Maust
Intensive Care Unit

Kristin Fearing
Intensive Care Unit

Lauren Childers
Intensive Care Unit

Natalie Cowger
Intensive Care Unit

Samantha Leontie
Intensive Care Unit

Sara Leichty
Intensive Care Unit

Whitney Krauss
Intensive Care Unit

Yeney Rosa Rodriguez Calas
Intensive Care Unit

Angela Hensley
Mental Health Nursing

Annette Cashatt
Mental Health Nursing

Bukunola Alayande
Mental Health Nursing

Heidi Miller
Mental Health Nursing

Nicole Frazer
Mental Health Nursing

Rebecca Comer
Mental Health Nursing

Stephanie Miller
Mental Health Nursing

Jane Mctier
Noninvasive Lab

Nancy Smith
Noninvasive Lab

Debbie Kile
Nursing Administration

Jenay Mason
Nursing Administration

Marcus Almarode
Nursing Administration

Christy Crawford
Nursing Education

Elizabeth Alderfer
Nursing Education

Jennifer Hoten
Nursing Education

Margaret Furr
Nursing Education

Paula Neher
Nursing Education

Rebecca Mccutcheon
Nursing Education

Valerie Simmers
Nursing Education

Dixie Alexander
Nursing Resource Pool

Sally Vogan
Nursing Resource Pool

Amber Minnick
Oncology Clinic

Janet Troyer
Oncology Clinic

Robin Lemon
Oncology Clinic

Sheila Baugher
Oncology Clinic

Angie Raynes
PACU

Ayla Hottel
PACU

Karen Sager
PACU

Rebecca Pence
PACU

Tracey Triggs
PACU

Victoria Rosen
PACU

Sandra Kreider
Pain Management

Bridgette Clarke
Pat Surgery

Renee Simmers
Patient Care Supervisors

Cheryl Shutzer
PCU

Mark Tilburg
PCU

Shannon Jackson
PCU

Annette Martin
Pediatrics

Leslie Harris
Pediatrics

Carlissa Lam
Quality & Patient Safety

Melissa Griffin
Radiology / Special Procedures

Libbi Fitzgerald
Radiology Administration

Carrie Bynaker
Same Day Surgery/PACU

Kim Teter
Same Day Surgery/PACU

Sarah Eyre
Surgery Administration

Charlene Viola
Surgical Program Development

Advanced Degrees 2023

Spring 2023

Laura Williamson
MS

Kara Smoker
MSN

Alexis Jones
MSN

Margaret Furr
MSN

Avin Mahmood
MSN

Jordan Raynes
BSN

Andrea Wenger
ADN

Jessica Blackburn

BSN

Heather Auville
BSN

April Eavers
BSN

Hanna Yates
BSN

Amber Minnick
BSN

Cara Roach
ADN

Fall 2023

Rosina Robles
BSN

Adam Young
BSN

Chip Suslaev
BSN

Elijah Munden
BSN

Taylor Shifflett
BSN

Nicole Hummel
BSN

Stephanie Armstrong
DNP

Annette Cashatt
MSN

Nurse Residency Program: 2023 Graduates

Cohort 20

Julia Wobenstein
Samantha Glass
Paulina Pullin
Brett White
Andrew Meyers
Danielle Cantrell
Taralyn Guthrie

Cohort 21

Megan Angel
Casey Rabe
Taylor Schweikart
Anthony Hsu

Cohort 22

Sabrina Foltz
Sierra Lookadoo
Iliya Zudilin
Brittany Stewart
Megan Baker
Rosemary Sweeting
Raegan Bruce
Korenn Paige
Shawn Brock
Sheila Moran
Kayla Chaudrue
Kateland Fridley
Alyssa Palardy

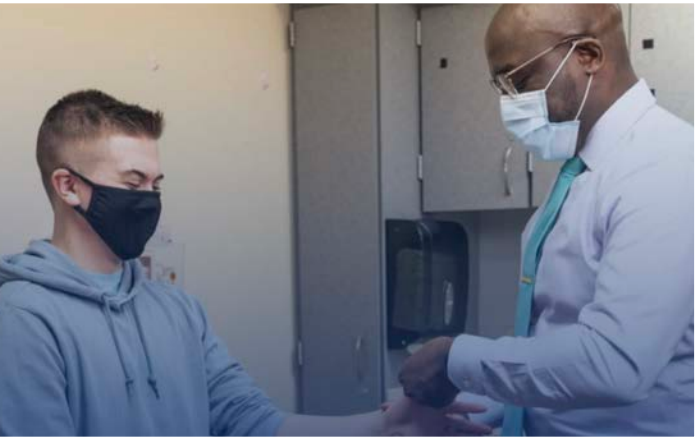


RMH Foundation

RMH Foundation Announces Expansion of the Institute for Nursing Excellence & Innovation

At the RMH Foundation we recognize that care is complex, but caring isn't. And excellent care requires excellent nurses. Nurses are at the center of the care each patient receives, and this is why the RMH Foundation invests greatly in nursing education and professional development for our nursing staff at Sentara RMH.

In 2015, the RMH Foundation established the Institute for Nursing Excellence & Innovation to support the tradition of nursing excellence at Sentara RMH Medical Center. Since its inception, the Institute has provided over \$1 Million in scholarships for nearly 250 for local nurses to advance their education and training and over \$150,000 in equipment to support simulation training opportunities. All of this is made possible by generous community support from individual donors and corporate partners.



In less than nine years, SRMH has seen the percentage of nurses trained at the BSN level jump from 57% (2015) to 81% (2023). The benefits not only rest with our nursing staff who complete advanced education and training, but also positively affect our clinical outcomes, which continue to improve in tandem

with nurses' education. Providing a constant flow of new information and skills to our nursing staff simultaneously improves the care our patients receive ... these go hand-in-hand.

It's no coincidence that Sentara RMH continues to attract, develop, and retain the best nurses while also consistently receiving Magnet designation as a top hospital for its commitment to nursing excellence, innovation, and the highest quality patient care. In addition to patient outcomes, a healthy work environment is at the core of why we pursue Magnet and is a byproduct of a framework that empowers nurses to reach their highest potential. The Institute for Nursing Excellence & Innovation is key to all this.

Realizing the stark projections for a severe nursing workforce shortage – more than 275,000 additional nurses are needed by 2023 (Bureau of Labor Statistics) – the time to put a concerted effort in growing and developing nurses to continue to ensure access to high quality care close to home is now. The expansion of the Institute will enhance both Sentara RMH's pipeline development and professional development, further bolstering our ability to develop and recruit more nurses locally and retain the incredible workforce we already have.

Developing a more robust pipeline of new nurse graduates that focuses on recruiting nurses from within our community will help ensure we are developing the talent and workforce our community needs for excellent healthcare.

One large step taken in Fall 2023 was the beginning of a pilot program offering scholarships to nursing students at Blue Ridge Community College (BRCC). Twelve scholarships were awarded last year, and we



already have ten new employees who have agreed to work at SRMH for a minimum of two years. Given the early success of this pilot program at BRCC, the Foundation is already looking to grow this program, potentially up to 15 scholarships awarded to BRCC and 5 additional scholarships awarded to JMU and EMU students combined.

To learn more about the RMH Foundation Institute for Nursing Excellence and Innovation, visit: SupportRMH.org.

High-Fidelity Nursing Simulation Manikin

The finishing touches on the renovated and reimagined Nurse Simulation Lab is now complete with the addition of a new clinical nursing simulation manikin. The nearly \$140,000 project, funded by the RMH Foundation and our community's generous donors, replaces the former equipment which was over 13 years old.

This new functioning adult manikin will provide a safe, hands-on environment for frontline workers to practice their area-specific competencies and emerging technologies. Additionally, the manikin will be used for frontline caregivers – students, novice, and interprofessional staff – to learn how to deliver new services at the hospital. In this way, not only does the manikin help improve and enhance patient care, but it

also plays a critical role in skill development and career advancement for our frontline workers.

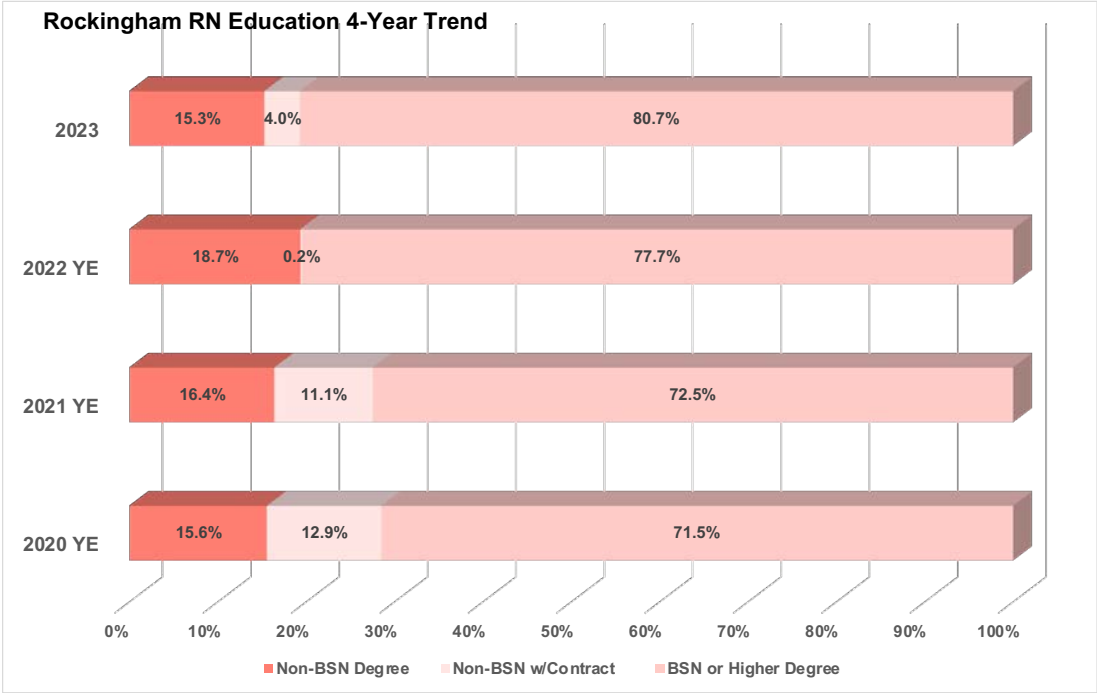
High Fidelity simulation is necessary and evidence-based for new hire onboarding and continuing education for Sentara RMH nurses, and brings the latest technology designed to provide real-life scenarios that can prepare and teach frontline workers how to assess, interact, communicate, and treat patients.

Providing a controlled but realistic simulation experience helps to aid our new and experienced staff in gaining new knowledge and validation of current competencies. The high-fidelity simulation manikin allows educators to "build" complex patient encounters that can enhance staff critical thinking and clinical judgement.

Improved patient care and stronger clinical outcomes are improved by use of this technology which aims to reduce hospital acquired infections and qualitatively improve staff perception and comfort in performing low volume high risk procedures. High fidelity simulation also allows for mobility throughout the building to meet staff where they are and provide real-time education as needed. Simulation provides the environment to learn team dynamics and how to interact as an interdisciplinary team to provide comprehensive coordination of care.

About the RMH Foundation: The RMH Foundation exists solely to support Sentara RMH Medical Center and enhance its mission to improve health every day. Sentara RMH has been able to significantly improve the care patients receive because of gifts from our caring and generous community. One hundred percent of donations directly benefit patients and our community through the purchase of new equipment and support of compassionate programs.

SRMH BSN rates 2023



Omi Cowan, RN

Highest Score in Nation

Congrats to our very own Pajaree “Omi” Cowan, who recently found out she achieved the highest score on the RNAS-C exam in 2023, out of everyone in the nation!

The RNAS certification is the Registered Nurse First Assistant certification that tests a nurse’s knowledge, skills, and expertise needed to be the first assistant to the surgeon during procedures.

We are so proud of Omi’s dedication to increasing her skills and knowledge to improve the health of our patients. And to receive the highest score in the country is just incredible!

Congratulations to Omi on such a monumental achievement!



Successful Clinical Ladder Portfolio Submissions for 2023

Clinician III

- Alexander, Dixie
- Bennison, Rachel
- Blosser, Rhonda
- Bradford, Tanya
- Burns, Kaila
- Clarke, Bridgette
- Cowan, Omi
- Cowger, Natalie
- Craig, Dana
- Deaver, Lindsay
- Donaire, Marissa
- Eckard, Kristi
- Fairweather, Sarah
- Gibbs, Anna
- Griffin, Melissa
- Gomez, Emmarie
- Gonzalez, Hannah
- Gunter, Liza
- Hassler, Betty
- Hensley, Angela
- Hill, Kelsey
- Horst, Lindsay
- Huyard, Susan
- Kiser, Joy
- Marroquin, Andrea
- Maust, Katrina
- May, Katlyn
- Meyers, Andrew
- Monroe, Melinda
- Ortiz, Mond
- Pangle, Shayna
- Rankin, Amy
- Reedy, Molly
- Rhodes, Angela
- Rhodes, Jody

- Roby, Kimberly
- Shifflett, Meaghan
- Palacios, Chloe
- Silvious, Bridget
- Stauffer, Sheila
- Williamson, Laura
- Wooddell, Kylie

Clinician IV

- Auville, Heather
- Baber, Christina
- Beeker, Erin
- Bond, Jolynne
- Bottenfield, Lisa
- Bosley, Breanna
- Bowman, Rebecca S
- Bradley, Linda
- Bradford, Aubry
- Burkholder, Lisa
- Breneman, Angie
- Breeden, Hilary
- Brintzenhofe, Lauren
- Brewer, April
- Burke, Kelly
- Childs, Elizabeth
- DeVore, Brittany
- Dodd, Jennifer
- Dovis, Eugene
- French, Courtney
- Gingerich, Sara
- Hartzler, Rachel
- Hawkins, Deanna
- Hess, Amy
- Keller, Cerrienne
- Kelly, Lucinda
- Lowry, Carol
- Lucas, Donna

- Melton, Savannah
- Minnick, Amber
- Raynes, Jordan
- Rhodes, Laura
- Rhodes, Roseanna
- Rogers, Krista
- Rohrer, Lauren
- Shirkey, Heather
- Showalter, Chelsea
- Tate, Tiffany
- Whiteley, Kimberly

Clinician V

- Caricofe, Krystal
- Cashatt, Annette
- Comer, Rebecca
- Dove, Amanda L
- Edwards, Jessica
- Foltz, Doris
- Harmon, Michelle
- Harris, Leslie
- Hottel, Ayla
- Huffman, Holly
- Hunsberger, Yolanda
- Jackson, Shannon
- Krauss, Whitney
- Lambert, Melissa R
- Leichty, Sara
- Martz, Ariel
- Martin, Gloria
- McTier, Jane
- Pence, Rebecca
- Peric, Jerica
- Pultz, Jessica
- Quach, Brenda
- Rosen, Victoria
- Roes, Laura
- Shenk, Tanya
- Smith, Julie M
- Smith, Nancy J
- Snow, Anne
- Stoneberger, Staci
- VanMeter, Melissa
- Weaver, Ceci
- Whetzel, Dawn

Introducing the new Sentara Nursing Professional Practice Model

Professional Practice Models (PPMs) serve as graphical depictions demonstrating how professional nurses practice, function, interact, and develop professionally to provide high quality care. SRMH's PPM is used to describe a common foundation of nursing practice, provide clear vision for nursing care, and helps visually set nursing culture.

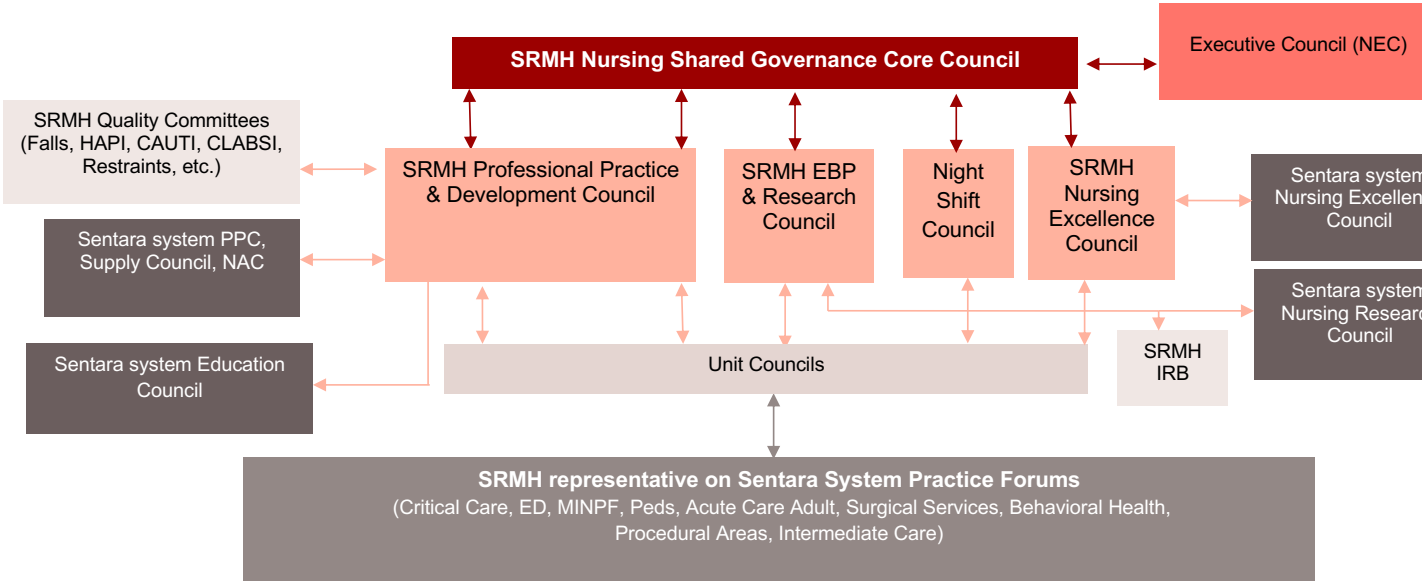


Mission: We Improve Health Every Day

Shared governance structure

Shared decision making is defined as a working model of participatory decision making in which nurses make decisions about clinical practice standards, quality improvement, staff and professional development, and (ANCC, 2013).

SRMH councils: Nursing Excellence, Nursing Professional Practice & Development, Evidence-based Practice & Research, and Night Shift Council



Shared governance end of year celebration



Magnet site visit

The “Positive Vibes Impact Lives” nurse-led patient experience committee was noteworthy.

Succession planning was noted to be exemplary at SRMH. The appraisers commented on our nursing legacy maps, the ASPIRING Leaders development program, and the long history of promoting nursing leaders from within the organization.

Appraisers noted that professional development opportunities are abundant and supported by our generous RMH Foundation.

Our clinical ladder program is excellent and provides a way to recognize and retain nursing staff.

The 5 West unit rebuild was recognized by our appraisers. They shared it was apparent that the rebuild of the nursing culture on the unit was intentional and very successful.

Nurse Residency Programs are strong, including the specialty specific programs for the Emergency Department and PeriOp 101.

The DaVinci robot project was presented beautifully from a nurse driven perspective by Meagan Mikelson, RN First Assistant, Maria Moore, Nursing Professional Development Generalist, and Sarah Eyre, OR Director.

The appraisers commented on the hard work and effort in developing and implementing the Next Generation



Care Delivery Model on 4 East. The passion of the 4 East team was evident to the appraisers. The project was noted as timely considering the national nursing shortage.

Wonderful discussions with the Cath Lab nurses who took time out of their busy procedural schedules to engage in meaningful conversation. Evidence of strong, autonomous nursing practice in collaboration with the providers.

Robust work with evidence-based practice and research.

The Compassion Fatigue project was wonderful, and it was recommended to combine this work with looking at stress in the work environment and replicate the project on a larger scale.

The appraisers were very complimentary of the Trauma Informed Care project, and it was also recommended for a Magnet® abstract.

Magnet redesignation

Sentara RMH Medical Center Earns
Magnet Designation for the Third Time!



Beacon Award 2023

Our Intensive Care Unit once again was honored with the prestigious gold-level Beacon Award by the American Association of Critical Care Nurses (AACN). This recognition is a direct result of hard work, dedication, and an unwavering commitment to providing exceptional care.



The ICU's collective efforts have not only elevated the standards of critical care excellence but have also created a positive and supportive work environment for our staff. This award is a testament to the collaboration, high morale, and dedication to patient-centric care that defines our team.

Receiving the gold-level Beacon Award for the second time is an extraordinary achievement, showcasing our sustained excellence in unit performance and improved patient outcomes that surpass national benchmarks.

The ICU's dedication has truly set them apart as a beacon of excellence in critical care.

A very special thank you to all those who contributed to the Beacon document: ICU leaders, Jenay Mason, Samantha Leontie, Annette Pinnace, and Director of Nursing Excellence, Jill Delawder. Your steadfast work not only captured the accomplishments of the ICU team in the document but also fostered an ICU environment that promotes excellence.



Professional practice

SRMH has been designated once again as High Performing in Maternity Care

SRMH received designation in 2023 as a Blue Distinction® Centers for Maternity Care Anthem Blue Cross and Blue Shield (Virginia)



A message from Gina F. Yost

Dear SRMH Team,

I am thrilled to share incredible news with all of you. Sentara RMH Medical Center has once again achieved Magnet® designation, a prestigious recognition that speaks volumes about our commitment to excellence in nursing.

This marks the third time our hospital has received this nationally renowned designation, a testament to the hard work, dedication, and unwavering commitment to patient care that each one of you brings to your roles every day. Thank you, frontline nursing staff, nursing leaders, and interprofessional colleagues for your collective efforts that have propelled us to this remarkable achievement.

We also received additional recognition in the form of ten Magnet® Exemplar accolades. Magnet® Exemplars are stories selected by the assessment team and include examples of outstanding best practices or areas in which our outcomes outperform the majority of other organizations. This is an unbelievable accomplishment.

Achieving Magnet® status demonstrates that our hospital is committed to nursing excellence,

innovation, and the highest quality patient care. In addition to patient outcomes, a healthy work environment is at the core of why we pursue Magnet® and is a byproduct of a framework that empowers nurses to reach their highest potential.

As we celebrate this achievement, let us take a moment to reflect on the significant impact of our work. Magnet® designation showcases our commitment to delivering the highest quality of care to our patients and the communities we serve. It recognizes the professionalism, expertise, and compassion that define our nursing team.

Congratulations to each and every one of you for contributing to our hospital's success. Your dedication and passion for nursing make Sentara RMH an extraordinary place for both patients and staff.



Gina Yost
MSN, RN, NEA-BC, CLSSBB
VP, Chief Nursing Officer

Healthy work environment

SRMH achieved lowest RN turnover

Hospital Divisions		
Division	2023 YE Total T/O (Prior Year)	2022 YE Total T/O
SRMH	7.7%	7.8%
SWRMC	9.1%	14.6%
SVBGH	9.3%	8.8%
SPAH	9.9%	9.3%
SNVMC	11.0%	21.2%
SLH	11.9%	13.4%
SMJH	12.6%	14.3%
SOH	13.2%	14.3%
SHRH	14.4%	10.7%
SAMC	14.5%	10.8%
SCH	16.4%	14.4%
SNGH	17.0%	19.4%
Grand Total	0.125	0.138

In 2023, Sentara RMH Medical Center (SRMH) experienced the lowest RN Turnover for more than a decade. As compared to industry norms where turnover rates for RNs average 18% nationwide, SRMH's rate of 7.7% was less than half of industry norms and the lowest of any other hospital division at Sentara Healthcare.

Magnet® RN Satisfaction Requirements

SRMH achieved the best Magnet® RN satisfaction scores in the system in 2023

Magnet® RN satisfaction requirements

To progress to site visit, a hospital must demonstrate outperformance of the national vendor’s benchmark for at least 3 out of 4 categories on the majority of units.

SRMH achieved the best RN satisfaction scores in the system in 2023

Inpatient Units	2022 (#categories outperforming)	2023 (#categories outperforming)
4W	2/7	6/7
4E	4/7	5/7
5W	0/7	7/7
3W	4/7	5/7
PCU	1/7	6/7
CCU	1/7	7/7
FBP	5/7	7/7
Peds	6/7	7/7
BHU	0/7	7/7
Resource Pool	3/7	6/7

Non-Direct Care RNs	2022 (Categories outperforming)	2023 (Categories outperforming)
<50% Direct Patient Care Roll-up (34)	7/7	7/7
Nursing Education (6)	N too low	7/7
Nurse Managers (9)	2/7	7/7

Surgical Services Units	2022 (Categories outperforming)	2023 (Categories outperforming)
Endo	2/7	6/7
OR	7/7	7/7
Same Day Surgery	3/7	6/7
PACU	7/7	7/7
PASS	7/7	7/7

Ambulatory Units	2022 (Categories outperforming)	2023 (Categories outperforming)
ED	5/7	3/7
Cath Lab	6/7	7/7
Cath Lab Holding	N too low	7/7
Non-Invasive Lab	7/7	7/7
Cancer Center	4/7	7/7
Treatment Center	N too low	7/7
ICM	N too low	6/7

The DAISY Award® for extraordinary nurses

The DAISY Foundation was established in 1999 by the family of Patrick Barnes. He died at the age of 33 from complications of Idiopathic Thrombocytopenic Purpura (ITP). Like many families who nurses see every day going through this kind of horrific loss, the Barnes family wanted to find a way to turn their grief into something positive and do something that would honor the very special man Patrick was. They created DAISY – an acronym for Diseases Attacking the Immune System. The family was so impressed by the clinical care Pat’s nurses provided, and they were overwhelmed by the level compassion and kindness that his nurses brought to Pat’s bedside day in and day out. The DAISY award is bestowed upon nurses who go above and beyond for their patients and families. Nurses may be nominated by patients, families, and colleagues, and they are chosen by a committee of nurses at Sentara Norfolk General Hospital to receive the DAISY Award.



Doris Oberholtzer (3W)



Clara Slater (FBP)



Stephanie Pettit (BHU)

DAISY Awards Winners Quarter 1 2023



Emmarie Gomez (5W)



Taralyn Guthrie (4E)



Lisa Stagner (AIC)

DAISY Awards Winners Quarter 2 2023



Breanna Bosley (PCU)



Renee Moyer (CCU)



Gloria Taylor (4W)

DAISY Awards Winners Quarter 3 2023



Samantha Glass (4W)



Sarah Orebaugh (4W)



Amanda Kern (3W)

DAISY Awards Winners Quarter 4 2023



Nursing Professional Development



Treatment Center

DAISY Team Award Winners

ACE winners



Kelly Zirkle, RN (FBP)



Nursing Excellence Nominations & Award Winners 2023

Beginning Practitioner of the Year



Sabrina Foltz
Pediatrics (winner)

Casey Rabe
Family Birthplace

- Brett White
Critical Care Unit
- Taralyn Guthrie
4 East
- Raegan Bruce
3 West
- Korenn Paige
Pediatrics
- Jeremy Brenneman
Critical Care Unit
- Cara Slater
Family Birthplace
- Anthony Hsu
Behavioral Health Unit
- Sierra Lantz
4 East
- Brett White
Critical Care Unit

Preceptor of the Year



Breanna Bosley
Progressive Care Unit (winner)

- Michelle Veglia
Family Birthplace
- Chasity Godshall
Family Birthplace
- Chris Tolar
Critical Care Unit
- Sara Leichty
Critical Care Unit
- Kevin Burns
Progressive Care Unit
- Sarah Orebaugh
Pediatrics
- Daphne Conis
Family Birthplace
- Chris Tolar
Critical Care Unit
- Sarah Orebaugh
Pediatrics

Nurse of Distinction



Staci Stoneberger
4 East (winner)

- Michelle Veglia
Family Birthplace
- Jessica Pultz
Family Birthplace
- Sonya Eberly
Family Birthplace
- Jami Strawderman
Family Birthplace
- Heather McCoy
Family Birthplace
- Amanda Dove
Family Birthplace
- Alisha Sly
Family Birthplace
- Jennifer Hoten
Nursing Education
- Elizabeth Childs
Treatment Center
- Roseanna Rhodes
Same Day Surgery
- Annette Pinnace
Critical Care Unit
- Annette Pinnace
Critical Care Unit
- Chris Tolar
Critical Care Unit
- Allison Ruhlman
3 West

- Hilary Breeden
4 East
- Destiny Grigat
3 West
- Michelle Veglia
Family Birthplace
- Margaret Furr
Nursing Education
- Jill Propst
Critical Care Unit
- Sandra Cline
Critical Care Unit
- Charlene Jacob
Critical Care Unit
- Daniil Shapovalov
Emergency Department

- Hilary Breeden
4 East
- Destiny Grigat
3 West
- Michelle Veglia
Family Birthplace
- Margaret Furr
Nursing Education
- Jill Propst
Critical Care Unit
- Sandra Cline
Critical Care Unit
- Charlene Jacob
Critical Care Unit
- Daniil Shapovalov
Emergency Department

Nurse Excellence in Patient Centered Care



Jennifer Rosson
Emergency Department (winner)

- Annette Pinnace
Critical Care Unit
- Chris Tolar
Critical Care Unit
- Allison Ruhlman
3 West

Excellence in New Knowledge & Evidence Based Practice



Rebecca Comer
Behavioral Health Unit (winner)

- Margaret Furr
Nursing Education

Transformational Leader



Samantha Leontie
Critical Care Unit (winner)

Jill Delawder
Patient Care Services

Alexis Jones
3 West

Allison Ruhlman
3 West

Tracey Gentry
Hahn Cancer Center

Exemplary Clinical Practice



Jill Propst
Critical Care Unit (winner)

Tiffany Tate
Critical Care Unit

Annette Pinnace
Critical Care Unit

Lori Landis
Critical Care Unit

Kristin Barbato
Critical Care Unit

Julie Smith
Family Birthplace

Tanya Shenk
Family Birthplace

Chelsea Showalter
Family Birthplace

Jennifer Dodd
Family Birthplace

Angela Hensley
Behavioral Health Unit

Amber Minnick
Hahn Cancer Center

Kristin Fearing
Nursing Education

Support Staff Excellence in Patient Centered Care



Teresa Burgoon
Critical Care Unit (winner)

Andrea Wenger
Critical Care Unit



Bonnie Showalter
Critical Care Unit

Zach Long
Emergency Department

Taylor Campbell
Emergency Department

Regina Spencer
Progressive Care Unit

Selena Aizpuro
5 West

Faith Lopez-Juarez
Critical Care Unit

Erin Knapik
Family Birthplace

Casey Harris
Family Birthplace

Cristina Arroyo
Family Birthplace

Morgan Ulrich
Family Birthplace

Nicole Ezell
Family Birthplace

Gloria De Santiago
4 East

Bethany Crews
4 East

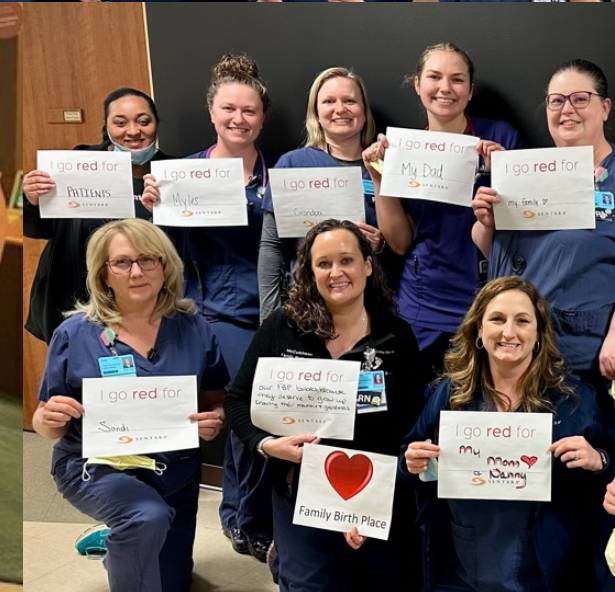
Candy Derrow
4 West

Julianna DiRocco
4 West

Scholarly dissemination



2023 Nursing Research	Date Approved by IRB	Status	Date Study Completed	Name(s) of Organization's Nurse PI, Co-PI, &/or Site PI
Alcohol Detoxification Management and Early Symptom Severity Screening	11/23/2020	Ongoing		Irene Talt; Jill Delawder; Neil Davis, Lydia Anderson; Julia Burgess, Sade Preston
Assessing Moral Distress & Substance Abuse among Nurses in the Time of COVID-19	3/25/2021	Complete	1/1/2023	Lauren Childers; Erica Lewis, Jill Delawder
Dynamic Appraisal of Situational Aggression (DASA) Violence Risk Assessment	12/8/2021	Complete	2/10/2023	Margaret Furr Gina Yost
Preventing Pressure Injuries in the Prone Positioned Patients in the Critical Care Area	12/22/2021	Complete	11/11/2022	Tyler Huddle, RN, Jill Delawder
Patient Activation in Individualized Coaching for Congested Heart Failure	12/13/2021	Complete	1/1/2023	Jessica Thomas
Compassion Fatigue Nurse Residency Training	5/25/2022	Complete	1/1/2023	Jody Keller, Debbie Kile
Trauma Informed Care (TIC) Provider Education	5/13/2022	Complete	12/1/2022	Tammy Johnson
A multi-hospital spine surgery readmission study: Use of machine learning Algorithms to evaluate patterns in pre-surgical data and predict readmission after spine surgery	10/14/2022	Ongoing		Wendy Pelton, Jill Delawder, Tonya Turner
Next Gen Care Delivery	2/17/2023	Ongoing		Jennifer Hoten, Cassey Cook, Jill Delawder, Katherine Sheppard, Jewel Burden



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